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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (20 Feb 69) FOR OT UT 684128 26 February 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 44th  
Signal Battalion, Period Ending 31 October 1968

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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UNCLASSIFIED REPORT

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(ARMY) ATTN FOR OT UT. WASHINGTON, D.C. 20310

AD849001

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 44TH SIGNAL BATTALION  
APO San Francisco 96227

1. Section 1, Significant Events:

a. During the reporting period several important visitors toured the communications facilities operated by the 44th Signal Battalion. These visitors included: Major General Walter E. Lotz, Commanding General, USASTRATCOM, BG William M. Van Harlingen, Commanding General, 1st Signal Brigade, BG Thomas M. Rienzi, 1st Signal Brigade Deputy Commanding General, LTC Dean B. Dickenson, and Lieutenant Bernard Bancroft of 1st Signal Brigade operations.

b. At the end of the reporting period, the battalion's total assigned personnel strength was 844 men, a loss of 56 men from the last reporting period.

c. The rotational losses and replacements during the reporting period created approximately a 25% turnover of personnel within the battalion. Skill levels again, as last quarter, were lowered for a short period until the training of replacements could be achieved. However, the primary mission effectiveness of the battalion was not seriously impaired.

d. Presently, there is a critical shortage of communications center specialists (72B's). There is a shortage of 78 personnel in this MOS. Other shortages are also occurring in additional MOS categories which include:

	<u>Auth</u>	<u>Aug Strength</u>	<u>Aug Short</u>
31N40 Tactical Circuit Controller	4	1	3
31S30 Field General COMSEC Repairman	10	1	9
52A10 Powerman's Helper	8	0	8
76U20 CE Repair Parts Specialist	7	0	0
76A10 Supply Clerk	5	1	4
81A10 Draftsman	6	2	4

e. Contingency Missions: The 44th Signal Battalion is improving the telephone aspect of its contingency plans. The LBN DTE functions as the nerve center for telephone communications in Long Binh area serving both local and distant subscribers. All of the local area cables are terminated at the LBN DTE to include the contingency cable of four circuits in the LBN perimeter defense system. Another frame facility should be erected that will not depend solely on cable from the LBN DTE. A direct hit by rocket or mortar fire by enemy forces on LBDTE would in all probability destroy the contingency cables terminated there and thus immobilize implementation plans for emergency telephone communications.

f. On 10 October 1968, the 08 and 09 cables were damaged because of high winds and rain. Communications on the 09 cable were cut off temporarily to the 1st Aviation Brigade and units of the 506th area. The 1st Aviation Brigade light fire team circuits are supported by spiral 4 cable backup for such emergencies. The spiral 4 cable temporarily replaced the critical First Aviation Brigade circuits during the process of locating and repairing

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the 09 cable. The 08 cable had a wet splice outside of 1st Log Headquarters. Five phones were put in on an emergency basis until the splice was opened up and dried out.

g. Additional contingency missions were added during this reporting period. Previous requirements for the Saigon area have been increased by the additional requirement for an on-call Newport to MACV radio relay system. This system was established and thoroughly checked. It has been installed for traffic on one occasion when a multi-pair cable serving Newport was cut. The remaining commitments in Saigon are as follows:

(1) Systems CCH45 and CCH46 from MACV to FWF.

(2) System CCH41 from MACV to JGS compound.

(3) AN/GRC-26 radio station for JWSPA0.

(4) An additional contingency mission was added at Long Binh. This was a requirement for an AN/GRC-50 system to MACV which was installed and tested. The other commitments at Long Binh are as follows:

(5) An AN/GRC-50 system for the USARV TOC.

(6) One AN/GRC-26 radio for USARV TOC.

(7) System CCH37 to Saigon.

(8) System CCH47 to Cat Lai.

h. B Company of the 44th Signal Battalion received the mission of providing one NCO and one operator to accompany an AN/GRC-10 and a AN/TCC-3 to Bao Loc for installation of a system to a base camp which was under construction. This requirement lasted for a period of 11 days during which time the system was established and replacement operators from the 21st Signal Group were trained.

i. During the week 17-23 October 1968, the PCM cable carrier system CCR21 from Long Binh to Plantation was repaired. During this outage, circuits were maintained by means of a back-up radio system. Restoral efforts included replacing two spans of PCM cable and the TD-206 pulse form restorers. The restoral of the system permitted radio equipment to revert to backup status at both Long Binh and Plantation. Trouble shooting was conducted by elements of the 580th Telephone Operations Company, B Company, and the Raytheon technical representative from 1st Signal Brigade.

j. On Friday, 4 October 1968, 1st Signal Brigade assigned a mission to the 44th Signal Battalion Electronic Maintenance facility, of performing a technical inspection and repair of three (3) each AN/FGC-70's. Two (2) each AN/FGC-70's were in a state of maintenance condition between code R-1 and R-2 (AR 755-9). These two required complete rehabilitation of internal wiring before final testing could be accomplished. The three each AN/FGC-70's were to be sent to Phu Bai for installation.

k. Mission order 152-68, requiring reconfiguration of the LBN DTE MDF was completed on 8 October 1968. This mission order required that

cables 07, 10, and 16 be relocated on the frame. Relocation of these cables will ensure that all pairs of the same cable are located in a logical sequence.

l. All training was conducted in accordance with standards prescribed by Department of the Army and regulations of higher headquarters and at no time were operations disrupted for the purpose of training. This unit did not conduct any major troop movements during the reporting period.

m. During the reporting period training inspections were conducted by 1st Signal Brigade, Headquarters, 160th Signal Group, and Headquarters, 44th Signal Battalion. Only minor irregularities or deficiencies were noted.

n. Personnel continue to be sent to USATF courses, and out-of-country schools for various training. This policy will be continued in the future as allocations become available. Schools are available in Teletype key systems, cable splicing, and artillery observer training.

o. A list of commanders and staff officers as of the end of this reporting period is attached as inclosure 1.

p. Attached as inclosure 2 is the battalion organization chart.

q. The deadline rate for communications equipment for the quarter ending 20 September 1968 was 6.6% as compared to approximately 8% for the previous reporting period. Close coordination and expedient follow-up action on repair part requisitions are being effected with direct support facilities in an effort to locate required repair parts. The battalion material expeditor has, in many instances, secured releases for repair parts from Army supply depots in Long Binh, Qui Nhon, and Cam Ranh Bay, in order to remove equipment from deadline and fill PLL requirements.

## 2. Section 2, Lessons Learned: Commanders Observations, Evaluations, and Recommendations.

### a. Personnel:

#### (1) Rotational turnover of personnel.

(a) Observation: During the reporting period the battalion experienced a rotational turnover of 25% of its personnel.

(b) Evaluation: During the reporting period, our rotational losses exceeded our gains by 33 personnel. This increased loss of personnel was noted more in the COMCEN specialist MOS (72B) than any other MOS and the battalion is experiencing in COMCEN specialists alone a shortage of 78 personnel.

(c) Recommendation: That personnel be infused on a more regular and timely basis thus eliminating the present peak and valley type of replacement system.

b. Operations:

(1) Carbon block arrestors on the TD 206 pulse form restorers.

(a) Observation: Severe electrical storms have had a detrimental effect on the performance of the two PCM cable systems operated by this unit. It has been found that the carbon block arrestors on the TD 206 pulse form restorer has not prevented the restorer from being damaged during periods of intensive electrical activity.

(b) Recommendation: That a study be made to determine a better way of protecting the TD 206 pulse restorer from being damaged by the numerous electrical storms that occur in this environment.

(2) Air conditioning of the AN/TCC-4 Bay.

(a) Observation: Recently, an unusual number of channel modems and amplifiers have been failing due to overheating.

(b) Evaluation: As a result of these malfunctions, the AN/TCC-4 Bay has been air conditioned by three 18,000 BTU air conditioners. This has resulted in significantly reducing down time on the equipment.

(c) Recommendation: That other units should air condition as much equipment as is practical and possible in order to reduce down time due to equipment overheating.

(3) Unclassified Circuits in a Communications Center.

(a) Observations: All COMCEN circuits, regardless of their classification must follow correct communications procedures as outlined in the ACP 127 series and in AR 11-490-1.

(b) Evaluation: In order to insure that all connected stations use a standard message format, the 1st Signal Brigade COMCEN developed a net control station message. Standard communications procedures are now being strictly enforced within the CCC and CCN network. Customers of this network are insured better speed of service and the possibility of lost or delayed messages is minimized.

(c) Recommendations: A net control station message should be standardized throughout communication CCC & CCN networks in order to standardize message format and minimize lost or delayed messages.

c. Training:

(1) Training of O&M personnel.

(a) Observation: During the last quarter it was learned that the Gustav-Hersch Organization contract for maintenance personnel will be terminated at the LBN DTE on 31 December 1968.

(b) Evaluation: This battalion has been tasked to conduct an in-unit OJT program to insure that upon cessation of the contract, military personnel will be adequately trained. An OJT program has been established and is currently being conducted. However, technically qualified military instructor personnel are not available to teach all of the equipment currently installed. Presently assigned civilian personnel have many years of experience in their respective field and are invaluable in the assistance that they render to the DTE. It is extremely difficult for military personnel to acquire the background that is necessary in such a short period of time.

(c) Recommendation: That the GHO contract not be terminated in order to provide civilian personnel with the necessary skill requisites required at the DTE. If this is determined not to be feasible it is further recommended that a contract be drawn up to have GHO personnel formally teach military personnel the necessary skill requisites that are required.

(2) Training of Vietnamese Women Operators.

(a) Observation: The training of local national female operators requires additional emphasis in specified areas of their training.

(b) Evaluation: The following lessons have been learned in training Vietnamese women operators.

(1) A chalkboard for illustration purposes is mandatory for conducting classes with local nationals.

(2) The Vietnamese had to be initially trained to overcome fear of the switchboard.

(3) The military precedence system has to be stressed continuously.

(4) The placing of calls by alternate routes has to be stressed.

(5) English has to be stressed with the use of proper phrases.

(6) Operator training lessons must be given daily with the subject matter repeated daily until the women completely understand the subject at hand.

(7) The women operators train best by example and illustration.

(8) The women operators are very receptive to training.

(9) A professional attitude during working hours and training classes must be maintained by supervisors and operators in order to retain the respect and cooperation of the Vietnamese women operators.

(c) Recommendation: Other units should adopt these principles, in order to achieve a successful on-the-job training program for Vietnamese women operators.



### **(3) Training (128 JANAP Procedure)**

(a) Observations: Switching from JANAP 127 procedure to JANAP 128 procedures required an extensive OJT program for all present COMCEN operator personnel. In addition, all new personnel are being given individual instruction on all COMCEN operations to include JANAP 128 procedures.

(b) Evaluation: The training of operators in JANAP 128 procedure required extensive use of audio-visual aids, which illustrated proper format procedures, and operating signals. In addition, the use of qualified instructors and the receptiveness of the students helped achieve this smooth transition.

(c) Recommendations: Other units should adopt these principles, in order to achieve a more successful on-the-job program for the JANAP 128 procedure.

d. Intelligence: None.

e. Logistics:

#### **(1) Inspection section:**

(a) Observation: The 44th Signal Battalion Electronics Maintenance Facility set up an inspection section to evaluate equipment which has been repaired.

(b) Evaluation: With the use of Equipment Serviceability Criteria (ESC) Manual as a guide, the inspection section evaluates the quality of repair. If the repaired equipment does not meet the ESC standards it is rejected and returned to the repairman for further corrective action. This section also has the added responsibility of a monthly operational and requisition review of all deadlined equipment.

(c) Recommendations: A separate inspection section in other units that have ELM facilities will help to insure quality of repair.

#### **(2) Electronics Maintenance Bulletin.**

(a) Observation: The Electronic Maintenance Facility has started publishing a maintenance bulletin which it disseminates to its customers.

(b) Evaluation: The bulletin contains helpful tips on first and second echelon maintenance on all classes of electronic items used in this area of operations. In giving customers the proper procedures on first and second echelon maintenance of electronic equipment we should lower the input of bad equipment being turned in to the ELM shop because of an original failure due to lack of improper first and second echelon maintenance.

(c) Recommendations: That other units having Electronic Maintenance facilities should prepare periodic maintenance bulletins for their customers on first and second echelon maintenance of electronic items.

#### **(3) Fuel Barrel Placement during Inclement Weather.**

(a) Observations: Numerous incidents have occurred with water contaminating fuel barrels set up at generator sites.

(b) Evaluation: By placing the fuel barrels in an approximate 15 degree angle and having the fuel caps in the upper end, contaminated fuel will settle to the lower end and thus reduce the chances of contaminating fuel lines.

(c) Recommendations: Other units in wet climates should place fuel barrels in the position described above.

f. Organization: None.

g. None.

h. Escape, evasion, and survival: None.

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*Stanley J. Duarte*  
STANLEY J. DUARTE  
Lieutenant Colonel, SigC  
Commanding

SCCPV-UG-OP (18 Nov 68) 1st Ind  
SUBJECT: Operational Report of 44th Signal Battalion for Period Ending  
31 October 1968, (RCS CSFOR-65) (R1)

DA HQS, 160th Signal Group, APO 96491

TO: SEE DISTRIBUTION

1. Forwarded in compliance with 1st Signal Brigade regulation, SCCVR 1-19 dated 25 July 1968.

2. The following comments and/or changes apply to information contained in paragraphs as indicated.

a. Para 1d. For the 76U20 CE Repair Parts Specialist under the column for Augmentation Short, change the "O" to a "7".

b. Para 1e. Line 8 delete "LBDTE" and insert "LBN DTE".

c. Para 1n. Line 1 delete "USATAF" and insert "USATF".

d. Para 2c(1) Section II. Upon learning that the Gustav-Hirsch Organization contract for O&M personnel would be terminated on 31 December 1968, Group headquarters directed that an extensive OJT program be conducted at Group DTEs in order to remedy previously noted training deficiencies in 36H personnel. Moreover, a suggested POI was submitted to applicable subordinate units.

e. Para 2e(3), Section II. Group Headquarters had previously directed the establishment of an OJT program on JANAP 128 procedures. The recommended use of training aids has been endorsed and disseminated to applicable subordinate units.

3. Concur in the commander's observations, evaluations, and recommendations, as amplified above.

  
RICHARD W. SWENSON  
Colonel, SigC  
Commanding

DISTRIBUTION:

- 2 - Assistant Chief of Staff for Force Development, Department of the Army (ACSFOR, DA), Washington, D.C. 20310
- 2 - Commanding General, 1st Signal Brigade (USASTRATCOM), ATTN: SCCPV-OP APO 96384

SCCPV-OP-CR (18 Nov 68) 2d Ind  
SUBJECT: Operational Report of 44th Signal Battalion for Period Ending  
31 October 1968, RCS CSFOR-65 (R1)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 9 December 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,  
APO 96375

1. Subject report is forwarded in accordance with USARV Regulation 525-15

2. The report has been reviewed by this headquarters and is concurred in  
as indorsed with the following comments concerning referenced paragraphs:

a. Paragraph 1d, p. 1. Action is being taken to alleviate this  
critical shortage of MOS 72B within the battalion.

b. Paragraph 1n, p. 3. Delete "Teletype" and insert "telephone" on  
line three.

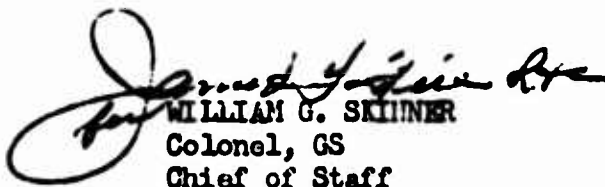
c. Paragraph 2a(1), p. 3. A well established infusion program can  
avert rotational humps. The 160th Signal Group will attempt to remedy this  
at the group and/or battalion level. If these attempts fail, 1st Signal  
Brigade will provide assistance to resolve the problem.

d. Paragraph 2c(2), p. 5. This information has been provided to the  
Commandant, US Army Training Facility - 1st Signal Brigade for possible in-  
clusion in the curriculum.

e. Paragraph 2e(3), p. 6. Fuel barrel caps should be placed at the  
3 & 9 o'clock positions both to prevent water from entering and to allow  
loosening of the small cap to permit the passage of air.

f. Paragraph 2e of 1st Indorsement, p. 8. Delete "Para 2e(3)" and  
insert "Para 2c(3)" on line one.

FOR THE COMMANDER:

  
WILLIAM G. SKINNER  
Colonel, GS  
Chief of Staff

Copy Furnished:  
Commanding General, United States Army Strategic Communications Command,  
ATTN: DCSOPS, SCC-OPS-RT, Fort Huachuca, Arizona 85613

AVHGC-DST (18 Nov 68) 3d Ind  
SUBJECT: Operational Report of 44th Signal Battalion for Period Ending  
31 October 1968, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 24 JAN 1969

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558


1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1968 from Headquarters, 44th Signal Battalion.

2. Comments follow:

a. Reference item concerning carbon block arrestors on the TD 206 pulse form restorers, paragraph 2b(1). Concur in the recommendation. Field service representatives of USAECOM and Raytheon are conducting field tests to determine a better way of protecting the TD 206 pulse form restorer from being damaged. Recommendations for improvement will be forwarded to USAECOM.

b. Reference item concerning unclassified circuits in a communications center, paragraph 2b(3). Concur in the recommendation. CCC and CCN networks are USASTRATCOM sole user nets and control procedures are a USASTRATCOM responsibility.

FOR THE COMMANDER:

  
W. C. ARMITZ  
CPT, AGC  
Assistant Adjutant General

Cy furn:  
HQ, 44th Sig Bn  
HQ, 1st Sig Bde

**GPOP-DT (18 Nov 68) 4th Ind**

**SUBJECT: Operational Report of HQ, 44th Sig Bn for Period Ending  
31 October 1968, RCS CSFOR-65 (R1)**

**HQ, US Army, Pacific, APO San Francisco 96558 30 JAN 1969**

**TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310**

**This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.**

**FOR THE COMMANDER IN CHIEF:**



**C. L. SHORTT  
CPT, AGC  
Asst AG**

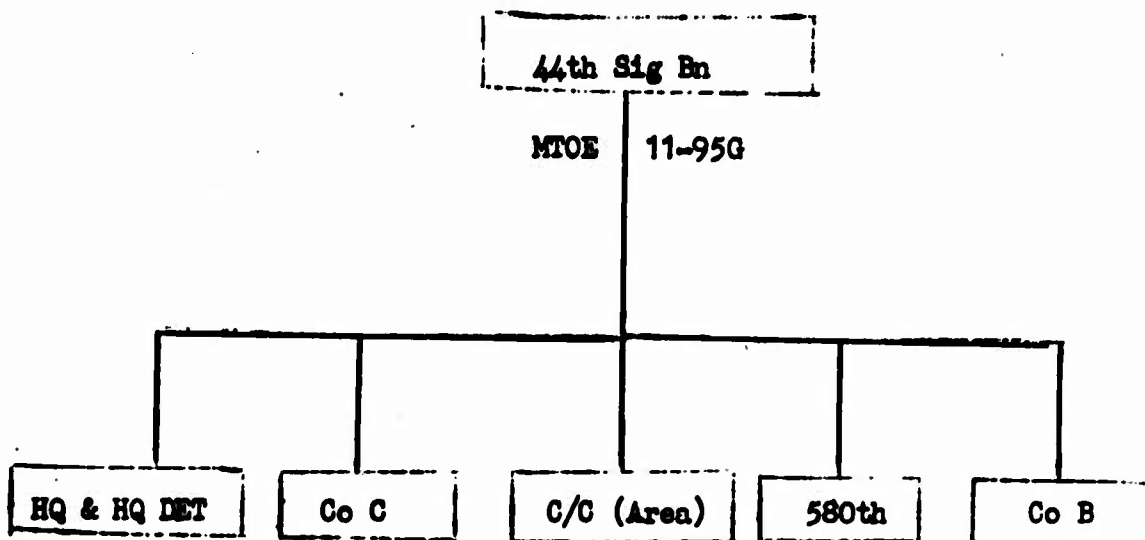
**INCLOSURE 1:**

**During the reporting period the commanders and staff officers were as follows:**

**Battalion Commander - LTC Stanley J. Duarte**  
**Battalion Executive Officer - Major Gerald E. Lyons**  
**Adjutant - 1LT Calvin K. Savage**  
**S-3 Officer - Major B. Paul Secrest**  
**S-4 Officer - 1LT Frank W. Adkisson**  
**HHD Commander - 1LT William L. Petro**  
**B Company Commander - Captain James R. Holland**  
**C Company Commander - Captain James A. Woodard**  
**580th Telephone Operations Company Commander - Captain Daniel Keenan**  
**Communications Center Company (Area) - 1LT Nathan V. Caddy**

INCLOSURE II

COMMAND OPERATIONS SIGNAL BATTALION (ARMY)





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CO, 44th Signal Battalion			
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